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ABSTRACT

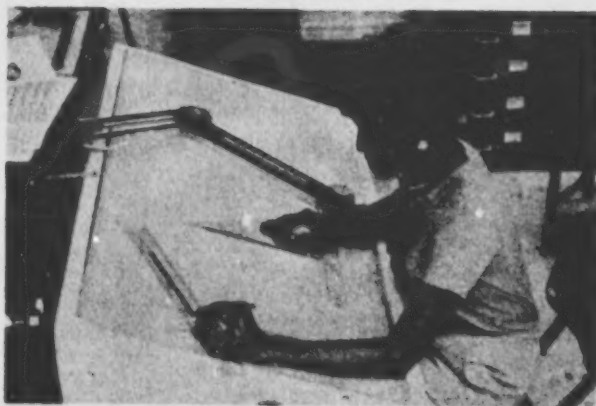
The two-year report of the WAGES project (Women and Girls Employment Enabling Service) documents the growth, problems, and success experienced through efforts to open nontraditional fields of employment to women by way of a community-based program in Memphis, Tennessee. Staff and volunteers provided counseling and referrals to applicants. Personal presentations were made to employers to inform them of benefits through the project and to open jobs. Supportive services included aid for training, transportation, child care, and job finding techniques. Activities centered on the promotion of employment based on merit and qualification rather than race or sex and relating to the target population through self-concepts, motivation, and orientation to the world of work. It was found that: (1) jobs solved more problems than social services; (2) women are reluctant to enter male dominated employment areas; (3) women need technical skill training to compete for jobs; (4) women aided by the project lacked motivation and an adequate self-image. Recommendations for future efforts are enumerated. The 1972-73 Comprehensive Job Placement Report and applicants' profile are appended. (Author)

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WAGES

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WOMEN AND GIRLS

EMPLOYMENT ENABLING SERVICE



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NON-TRADITIONAL JOBS...
WOMEN WANT THEM; THE LAW SUPPORTS THEM.

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WAGES

(WOMEN AND GIRLS EMPLOYMENT ENABLING SERVICE)

June 1, 1972-June 15, 1974

FINAL REPORT

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16. Abstracts <u>Goals:</u> to aid and supplement existing agency efforts to open and expand employment opportunities through volunteers and to create entry into employment areas traditionally closed to women. Staff and volunteers provided counseling and referrals to applicants. Personal presentations were made to employers to inform them of benefits through the project and to open jobs. Supportive services included aid for training, transportation, child care and job finding techniques. Activities centered on the promotion of employment based on merit and qualification rather than race or sex and relating to the target population through self-concepts, motivation and orientation to the world of work. <u>Recommendations:</u> (a) more focus on institutional change (b) manpower training more related to labor market (c) inclusion of motivation and goal expectation (d) more specific target groups (e) operations geared for uncovered areas (f) strong volunteer leadership (g) women's resource center needed.			
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Leadership and support from the WAGES Advisory Committee have been experienced by the staff throughout the project's operation. A special thank you to Bob Morris for his good-natured wit and wisdom, knowledge and resources and his willingness to share them with the project staff.

Sandy Dickey
Associate Director
WAGES Project
(1972-1974)

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PREFACE

The two-year report of the project, WAGES, (Women and Girls Employment Enabling Service) documents the growth, problems and success experienced through efforts to open nontraditional fields of employment for women with a community based program in Memphis, Tennessee. The pilot project funded by the Manpower Administration, U.S. Department of Labor was administered by the United Way of Greater Memphis' Information and Referral Service which served as a central resource bank. The umbrella of the United Way provided technical assistance, community contacts, volunteers and credibility in the community which otherwise could not have been accomplished by a staff of three. The staff received training in utilizing available services of health and social welfare agencies from Information and Referral Service to aid in solving barriers women have to employment.

Throughout the two years, 80 volunteers made it possible to reach all segments of the community both in disseminating information to employers and providing assistance to the target population, women. Direction and support from an active Advisory Committee in the initial stages enabled the project to gain visibility and become recognized as a necessary part of a system previously handicapped by an inability to effectively deal with the problems women face in seeking non-traditional employment. Throughout its operation, the project continued to depend on the guidance, talents and expertise derived from its Advisory Committee members.

Input from several facets of the community contributed to the success of the project. The following departments of Memphis State University contributed technical assistance, resources and student volunteers: Center for Manpower Studies,

Department of Social Welfare, Department of Special Education and Rehabilitation and the Office of Research and Development. Consultation, resource reports and public relations communication were provided by the Memphis Area Chamber of Commerce, Manpower Area Planning Council and Shelby County Coordination Department. Dependable and conscientious volunteer leadership was secured through Hadassah and the Junior League. Accommodations which were accessible to the target population were given by the YWCA to open an Outreach Center in their downtown facility.

The Women's Bureau, U.S. Department of Labor was instrumental in securing funds for the project's operation. Without their insight, information, guidance and relentless efforts to keep the staff on course and in tune with any changes affecting women in the world of work, this project would not have been possible.

Prior to this project, the employment sector dealt with women with traditional attitudes attitudes and practices offering positions such as secretarial, sales, etc. with limited mobility and low salaries. The women themselves matched the employers' attitude by being receptive to secretarial positions or other underemployment. Overall unemployment and a synical attitude toward the women's movement presented obstacles to developing a program with emphasis on nontraditional jobs. However, after two years of operation, the employment sector recognizes the need that women have to work and the contributions they have to offer. Equally significant is the awareness many women gained with successful experiences in non-traditional placements. The project has received numerous requests from other cities across the country who wish to initiate similar programs for women, and the entire manpower system locally is recognizing its responsibility to provide services to the female population.

Leathia S. Thomas
Project Director

CHAPTER I-OVERVIEW

Memphis is located in the extreme southwest corner of Tennessee on the banks of the Mississippi River. The population of 623,530, nearly 40 percent black, is composed of 293,035 workers of which 39.4 percent are female. Memphis, surrounded by the rural areas of Mississippi, Arkansas, West Tennessee and Alabama, offered the hope of jobs to many laborers and tenant farmers displaced by declining employment opportunities in agriculture during the fifties and sixties. These migrants to the city were largely utilized in semiskilled and low skilled operative, laborer and service occupations.¹

The Memphis economy has grown from an agricultural base into an economy composed of trade, manufacturing, government and service with major growth in chemicals and allied products, non-electrical machinery, retail general merchandise, banking, business services and medical services. (See Table 1) The largest employers in Memphis are City government, Sears and Roebuck, Methodist and Baptist Hospitals, Cook Industries, Firestone Tire and Rubber, South Central Bell and International Harvester, each employing over 2,500 people. These employers offer jobs with better wages, fringe benefits and a chance for upgrading.

Manufacturing is concentrated in lumber and wood products, food products, chemicals and electrical machinery.

¹

Ray Marshall Study, Negro Employment in the South, Volume 2; The Memphis Labor Market (Washington: U.S. Government Printing Office, 1971), pp 5,8.

TABLE I

ESTIMATED NONAGRICULTURAL EMPLOYMENT IN THE MEMPHIS LABOR MARKET AREA
(INCLUDES SHELBY COUNTY, TENNESSEE AND CRITTENDEN COUNTY, ARKANSAS)

(IN THOUSANDS)

INDUSTRY	Dec. 1973
TOTAL	323.0
Manufacturing	62.2
Durable Goods	28.1
Lumber (Ex. Furn.)	3.6
Sawmills & Plan. Mills	2.0
Furniture & Fixtures	3.3
Fabricated Metal Products	4.9
Nonelectrical Machinery	6.0
Electrical Machinery	2.8
All Other 1/	7.5
Nondurable Goods	34.1
Food Products	10.9
Bakery Products	1.8
Apparel	2.2
Paper Products	5.2
Printing & Publishing	4.0
Chemical	5.4
All Other 2/	6.4
Nonmanufacturing	260.0
Mining	.2
Construction	17.6
Trans., Comm. & Pub. Util.	22.2
Trade	87.4
Wholesale Trade	30.8
Retail Trade	56.6
Fin., Ins. & Real Estate	17.7
Service	55.0
Government	69.7

1/ Includes stone, clay, and glass, primary metal industries, transportation equipment, professional, scientific and controlling instruments, ordnance and miscellaneous manufacturing.

2/ Includes tobacco, textile mill products, products of petroleum and coal, rubber and leather.

* THE TENNESSEE LABOR MARKET IN MEMPHIS, FEBRUARY 1974, VOLUMN XXX, NUMBER II
(A MONTHLY PUBLICATION OF TDES IN COOPERATION WITH U.S. DEPARTMENT OF LABOR
MANPOWER ADMINISTRATION AND BUREAU OF LABOR STATISTICS)

The following illustrations of the five largest manufacturers indicate typical employment practices in the underemployment of women.

Company	Product	Total Employed	Male	Female
Firestone Tire & Rubber	Tires Tread Rubber Reclaim Rubber	2983	2785	198
International Harvester	Cotton Pickers Hay equipment mower line	2500	2400	100
Memphis Publishing Co.	newspaper publisher	1355	1132	223
Kimberly Clark Corp.	Paper products sanitary napkins	1369	1020	349
General Electric Lamp Plant	miniature lamps	1000	350	650

Up until 1970, the RCA plant in Memphis employed 4,200 people, 85 percent of whom were women. During its last year of operation, employment declined to 2,700 workers with 2100 being female. This diminished labor force was 80 percent black and averaged only a tenth grade education. Most were working at low-skilled jobs. When the plant closed in 1971 due to foreign trade competition, a need for help to resolve the problem of such a large number of unemployed women was expressed by the community. When laid off, the job experience these women had gained was of such a specialized nature as to limit reemployment opportunities without additional or cost training.

For many women employed at RCA, this was their first work experience in other than low-wage, unskilled positions or domestic work. When laid off, they found themselves in the dilemma of retreat to welfare assistance, competing for limited available jobs or attempting to enroll in limited training programs.

Existing manpower programs were not sufficient in scope to serve the needs of this large increase in unemployed women. The Ray Marshall Study indicated that blacks familiar with manpower programs in Memphis generally expressed discontent with them based on the absence of information about them, their lack of coordination and their insufficient level of services. He recommended that the U.S. Department of Labor should enlarge funds available to Memphis for manpower programs and expand information about these programs to the business community. He also suggested the expansion of programs to meet the needs of families with dependent children receiving public assistance.

Representatives from the Women's Bureau, Tennessee Department of Employment Security, the Commissioner of Employment Security, the YWCA, the Urban League, the Memphis Area Chamber of Commerce, labor organizations, civic and welfare groups met in an effort to alleviate the problem. Negotiations with the Women's Bureau and the Manpower Administration of the U.S. Department of Labor resulted in the establishment of the WAGES Project (Women and Girls Employment Enabling Service). This was to be a pilot project, funded for a one year period, to demonstrate how a community could help itself in a crisis situation. At the end of the funding period, the project was extended for a second year.

The objective of this project was to aid and supplement existing agency efforts in the proposition of opening and expanding employment opportunities for women. Tennessee

Department of Employment Security expressed a concern for women looking for employment who had additional problems such as transportation, child care, basic education and other family dependents. Although Tennessee Department of Employment Security employed counselors to assist with these problems, their case load restricted the amount of time and attention allocated to each individual.

A second objective was to create an entry into areas of employment which traditionally have been closed to women. Executive Order 11246, Title VII of the Civil Rights Act of 1964 and Revised Order 11375 prohibited discrimination in employment on the basis of sex. However, most women in Memphis were still employed in traditional areas such as clerical, sales, educational and medical. Artificially high job requirements, sexual discrimination, racial discrimination and traditional hiring practices presented very serious obstacles to the effective employment of women with the lowest educational attainment and job skill level.

Several methods were utilized to achieve the above stated objectives. Referrals were provided by staff or trained volunteers to available community services, such as Community Action Agency, Public Health Department, General Assistance and the Department of Public Welfare as appropriate to individual client needs. The Information and Referral Service of the United Way of Greater Memphis was used as a central resource bank for these community services. Volunteers were recruited and served as counselors, interviewers, resource developers, Advisory Committee members and consultants. During the first year of operation, volunteers worked on a one-to-one basis with applicants to help them become employable. Meanwhile, the staff made personal

contacts in the community through public health and social agencies, civic groups, manpower programs and employer organizations to develop cooperative relationships and establish employment contacts. Following mass mailings and exposure by the media of the project, the staff continued job development efforts through personal visits with employers to promote the proposition of employment based on the objectivities of merit and qualification rather than the subjectivities of race or sex. As a result of these contacts, the staff moved into the involvement of the educational sector of the community. The Board of Education provided training for volunteers, the Memphis Area Vocational-Technical School, the MDTA Skills Center and the State Technical Institute at Memphis were utilized as training facilities for applicants, and Memphis State University offered technical assistance, student volunteers and programs with emphasis on women.

CHAPTER II-RECRUITMENT AND PLACEMENT METHODS

Recruitment of applicants was not difficult for two reasons: 1) Former RCA employees had been unemployed for nearly two years and most were already familiar with the federal Trade Expansion Act (TRA) Program which provided financial assistance for retraining. 2) Since no other program existed primarily for the employment needs of women, employers and agencies as well as the women needing assistance took advantage of this new resource. Applicants began calling in May 1972, before the program was operational. However, several articles appeared in the local newspapers acquainting the public with the concepts of the program, with special emphasis on the fact that it was designed to work with any woman in the Memphis, Shelby County area and not limited to former RCA employees. The staff appeared on local television and made personal presentations to as many community groups as possible. The intent of these presentations was the recruitment of volunteers, but the result was more applicants. Applicants were referred to WAGES from agencies such as:

1. Tennessee Department of Employment Security
2. Public Health Department
3. AFL-CIO
4. Information & Referral Service
5. Memphis Opportunities Industrialization Center
6. Urban League
7. Senior Citizens
8. Mayor's Office
9. Department of Public Welfare
10. Community Action Agencies
11. Project First Offender
12. Suicide Prevention Service
13. National Organization for Women
14. Memphis Board of Education

15. YWCA
16. City of Memphis Personnel
17. Memphis Alcohol & Drug Council
18. Child Development Center
19. WDIA Call for Action
20. Commercial Appeal "Action Please"
21. Memphis Area Chamber of Commerce

It was soon discovered that the basic problem was not the recruitment of clients but rather the placement of these women in decent jobs or adequate training/educational programs. The first approach to this problem was the establishment of a working relationship with Tennessee Department of Employment Security. After several meetings with representatives of Employment Security, an arrangement was made by which WAGES would work with women to solve their barriers to employment, then the clients were referred to Employment Security for placement. During the first eight to ten months, the program operated under this arrangement. But this turned out not to be an effective placement method. One reason for this was that a majority of the WAGES clients who were referred to Employment Security stated that they had previously utilized that service with no positive results. Several other factors contributed to the need for another placement arrangement. Employment Security was established to provide general manpower services to a broad spectrum of the community. The agency was unable to provide specialized services to women. Veterans are the only group who are given preferential treatment by Employment Security. A cooperative relationship was established and enhanced by representatives of Employment Security serving on the WAGES Advisory Committee, but a viable job placement component had to be developed through other methods.

WAGES made contact with employers through mailings, the media, personal visits, volunteer efforts and union participation. After eight months

of planning, organizing, meetings and discussions, the necessity of job development was realized and acted upon.

Some avenues of communication with employers were opened with assistance of the Job Development Sub-Committee of the WAGES Advisory Committee. They offered suggestions, job leads, and names of specific personnel people to be contacted. This Sub-Committee, as initially planned, did not personally contact any employers because they felt a conflict of interest with the agencies they represented (Tennessee Department of Employment Security, Opportunities Industrialization Center, Manpower Area Planning Council, AFL-CIO, City of Memphis Personnel). This left the responsibility of visiting employers to the staff or to volunteers the staff might recruit. Input from the Advisory Committee was important not only for the job leads but also for additional information about each employer such as characteristics of the employers, kinds of jobs available, attrition rates, probability of hiring women, and what products were manufactured or services offered. Ideas for the most feasible approaches to employers were discussed, as well as problems which might be encountered such as arranging appointments and conflict with job developers from other agencies.

The staff went to the employers and met with relative success, considering their inexperience and lack of knowledge about the difficulty of the task. The first personnel managers happened to be receptive to the concepts presented to them and the first placements were made. This was partially due to the staff's ability to relate to the employer in a courteous and businesslike manner and to create an atmosphere of cooperation. The program was explained in such a way as to offer assistance to the employer and to point out advantages of having a resource that would provide qualified women workers. As efforts to develop jobs continued, more progress was made as the staff learned from mistakes such

as incomplete follow-up with employers and the amount of time spent in nonproductive correspondence.

Another method utilized for placements was cooperation with a representative of the AFL-CIO. He informed WAGES of job openings that women could fill as they became available. Several applicants were placed through this cooperative arrangement. However, this relationship did not provide access to the apprenticeable trades. More extensive efforts were made to penetrate union apprenticeship programs at the end of the second year of operation. (See Chapter V).

Mass mailings were sent to 200 major employers and follow-up presentations about the program were continuously made to employers. One result was the identification of the employer's problem of finding qualified women to apply for openings, particularly in nontraditional fields. The United States Postal Service contacted WAGES for assistance in finding qualified women to become Memphis' first Security Guards for the Postal System. The employer had exhausted all resources with no results and was relieved to find that a service existed in Memphis specifically to help with this problem. A similar situation existed with Sheraton Motor Inn which wanted to hire its first woman maintenance repair person. The following are areas of employment in which placements were made:

social service agencies	Nutrition for the Aging Project
	Girls Club
	Trasitional House
	United Way
	Sickle Cell Anemia Center
	Credit Counseling Service

government agencies	Internal Revenue Service
	Police Department
	Traffic Violations Bureau
	Mississippi/Arkansas/Tennessee Council of Governments
	U.S. Postal Service

manufacturers

American Can Company
Cleo Wrap
Buckeye Cellulose
Schlitz Brewery
Whitaker Textiles
Ivers & Pond
Boise Cascade
General Electric
Singer Lane Bolton Division

and other businesses

Alstate Insurance
Puralator Delivery Service
Brown Optical Service
Sheraton Motor Inn
J & B Country Kitchen
Ratner, Sugarmon, & Lucas
WMQM Radio
Tim Shaffer, Attorney

Until the end of the first year's operation, all applications were processed by mail. There was no vehicle for personal interviews with applicants except on a limited basis. The information obtained through the mail was not sufficient to make placements, nor did the applicants receive enough individual attention. These factors, along with the development of more jobs, exemplified the necessity for a better method of matching qualified applicants with available jobs. An Outreach Center was established to make the project more accessible to the target population. The YWCA, downtown branch, was chosen because of its accessibility by public transportation, its favorable image in the community, and its offer of free space. Volunteers helped furnish and staff the Outreach Center which included a skills inventory of all WAGES applicants, a listing of job orders, an information library on women's rights, a list of training and educational opportunities, and resources to use in seeking employment and available supportive services.

During the two years, 108 placements were made in jobs and training, 86 black and 22 white. (See Appendix A). The placements ranged from ages 18 to 49 years, with

a median age of 33 years. The largest number of placements was made in the age group of 17 to 24 years followed by the age group of 25 to 34 years, with 44 placements in the former and 40 in the latter. Educational levels ranged from ninth grade to four years of college with a median educational level of one year of college.

Before enrolling in the project, the women worked generally as domestics, waitresses and light production workers. After assistance from the project they were employed as drivers, bartenders, security guards, and in better paying production jobs. Twenty-three placements were in nontraditional areas such as school bus drivers with the Board of Education, package deliverers with Puralator Delivery Service, maintenance persons with Sheraton Motor Inn, security guards for the U.S. Postal Service and one woman was placed as a law clerk with a firm of attorneys.

Earnings were increased on the average of \$1,750 a year. The lowest gain after placement through the project was \$400-500 annually with the highest increases in salary from \$5,500 to \$6,400 annually. Twenty-two women left the welfare rolls after their employment through the project.

The opening of the Outreach Center improved the quality and number of placements. Previously applications had been received through the mail and counseling was limited to a volunteer relationship on a one-to-one basis which could serve only a limited number. In the new arrangement more extensive work could be done with each individual through interviewing, counseling, referrals to appropriate social service agencies, guidance into training and educational opportunities, job referrals and assistance with job finding techniques such as resume' writing, interviewing skills and completing application forms. Other types of assistance were offered such as transportation, minimal fees for books and training equipment, and limited emergency financial assistance.

An important factor in making placements was the applicants' possession of a skill. The majority of the women channeled through WAGES were unskilled workers or women having minimal clerical skills or a liberal arts degree and no experience. The key to opening nontraditional jobs for women was motivating them to participate in training opportunities providing nontraditional skills. Only a few women independently chose this alternative, while increasing demand exists for women qualified to move into male dominated areas. On numerous occasions women qualified as welders, machinists, pipe fitters, etc. or possessing degrees in engineering, microbiology, accounting, or business administration were sought for available positions to no avail. Conversely, women trained as cashiers, nurse's aides, clerk-typists, etc. or possessing degrees in sociology, history, psychology or education were overflowing.

Vocational and technical courses are available free of charge or at a minimal fee through Memphis Area Vocational-Technical School and State Technical Institute at Memphis. A problem with institutions which offer courses free of charge is long waiting lists for admittance. A major thrust of the program has been recruiting women for these facilities because they offer technical training resulting in a skill, and are also compatible with the limited financial resources available to the majority of the applicants. Three colleges and two universities which offer four year degree programs are also located in Memphis. The applicants referred to the program from these institutions expressed regret that they were not afforded the services of WAGES, nor was any viable career counseling offered by the respective institutions.

Another problem, uncovered during contacts with young applicants in particular, was private training programs offering dead-end training for an exorbitant fee. In such programs, glorified labels are attached to simple skills, and unrealistic promises are made for future employment. Examples in Memphis are:

cashier training for \$350, nurse's aide courses costing \$650, and key punch operation training offered for \$500. These institutions prey on uneducated, unemployed, low income individuals who have been victims of long waiting lists and unresponsive, reputable manpower/educational programs.

CHAPTER III-THE WOMEN APPLICANTS: A PROFILE

During the initial nine months of operation, 146 women submitted applications to the program. The majority of these applicants (85.6 percent) were black. Of these women, 43.2 percent had incomes of less than \$100 a month. Of the 146 applicants, 29.5 percent were married with children which is indicative of the real need these women had for paid employment as necessary supplemental income and not for "pocket" money. Also, 47.9 percent of these applicants were heads of household which indicates an additional degree of responsibility. For the duration of the program, the pattern of the applicants' socio-economic backgrounds did not appreciably change, with the exception of an increase in the number of white applicants during the second year. However, this increase did not significantly affect the average income.

Of 422 applicants served by the project in two years, 252 had dependent children. The largest category of applicants fell into the age category of 17 to 24 years (53.7 percent) and is reflected in the number of single women (44.4 percent). More than half of all the women, 214 had 12 years or more of education. (See Appendix B Tables II-IX for complete applicants' profile.)

Because the closing of RCA was a major factor in the establishment of the program, many of the first applicants to WAGES were former RCA employees and the majority were black. News spread rapidly among these workers who still maintained lines of communication with each other. Not until the second year did a noticeable increase occur in the number of white applicants. Former RCA employees were eligible for training through TRA (Trade Expansion Act) funds. However, they often took courses where openings were available rather than training which

would have been more profitable in terms of obtaining employment. These women received an allowance while enrolled in a training program, and this was the primary motivating factor. Most of this training did not appreciably change the applicants' ability to secure employment as these women completed courses such as cosmetology, nurse's aide or cashier training and were still without a saleable skill. Training which would have been more beneficial, such as specialized or technical programs, unfortunately had long waiting lists.

A common characteristic of the majority of the first applicants to WAGES was a lack of motivation and a negative self-concept. Only a few varied from the norm. These women had not considered the idea of moving into nontraditional areas of employment or training. This was true for several reasons, the most prevalent being that no one had approached them with the idea of entering a traditionally male-dominated area of employment, nor did they have any female role models by which to pattern themselves. The idea of training in any area was not relished because of the need for immediate paid employment in order to provide for themselves and other dependent family members. Another contributing factor to this lack of enthusiasm for suggested training was that many of these applicants had been involved in one training program after another through the assistance of TRA, WIN (Work Incentive) and others designed for the "disadvantaged". Their experience had been that upon completion of training no jobs were available, and their situation had not changed. This served only to further frustrate the individual.

With the establishment of credibility and visibility in the community and better understanding of the program's objectives, the second year of operation brought to the project applicants from more diversified backgrounds with different types of problems. Women applying to the program did,

however, fall into certain groups or patterns. Some examples are:

1. recent high school graduates with no training or experience, predominantly black
2. young black and white college graduates with degrees in the liberal arts, humanities or education, for which there is very little demand in the labor market
3. mature women, who for one reason or another (children, husband, etc.), have not worked in ten or more years and find themselves in need of employment, possessing obsolete skills (or no skill) and in need of reorientation to the work-a-day world
4. young or middle-aged housewives or heads of household with dependents having high school degrees or less, no skill and/or limited pertinent work experience.

In the Memphis area, the most recurring problem is that more and more women of all types want to work, but they do not train or educate themselves in the skill trades, technical areas or professional fields where there is a demand for qualified people. Only a few women who applied to the program were "job ready". Reasons previously stated make it difficult for women willing to retrain to do so. Although each client was unique, many women did follow a similar pattern in their education, employment and family lives.

In an effort to counteract the low levels of expectation and inadequate motivation of women applying to WAGES, the staff and volunteers endeavored to set up motivational workshops. The first of these workshops was held in the Memphis Opportunities Industrialization Center facility which is in a good location and has a great deal of credibility. This workshop was very successful with tangible results,

as compared to a similar one held at Memphis State University which was not accessible to the clients. In addition to the workshops, special attention was provided to individual applicants through one-to-one counseling and continuous support throughout their job seeking or training activities.

CHAPTER IV-VOLUNTEERS

The unique aspect of this project was the concept of using volunteers in the accomplishment of program goals. Throughout the two years of operation, a total of 80 men and women served in this capacity. In the project volunteers served in two categories: Advisory Committee members and operational volunteers. Recruitment of volunteers, for other than Advisory Committee service, was much more difficult than was anticipated. Several factors contributed to this lack of participation. As is true in most new programs, WAGES needed to establish itself in the community as a viable part of the service delivery system. Although this was accomplished, several months lapsed while the staff was presenting the concepts of the program to as many agencies, organizations and individuals as time permitted. A mistake was made in limiting the opportunities of the program and activities available for volunteers who were interested in offering their assistance. The scope was limited to volunteers working on a one-to-one basis with clients which was much too narrow for their abilities and contributions.

This concept was changed after the first year of operation. The sponsorship of an organization to supply volunteers would have been an asset to WAGES during its first months of activity. Without organizational sponsorship, dependable volunteers were not easily recruited. The Memphis Community is exceptionally volunteer oriented, but through channels of organizational structures. A well-known example is Danny Thomas' St. Jude Children's Research Hospital which was built around the use of volunteer organizations. Additionally, a wide range of opportunities exists for women, particularly, who want to do volunteer work. All of these opportunities exist within established institutions, and WAGES had to compete for its share of volunteers.

Many unsuccessful attempts were made to recruit volunteers during the first nine months of operation. The media gave ample coverage to the program in an effort to announce the need for volunteers. This was followed by a mass mailing of over 2300 letters to bring volunteers into the program. The responses, requesting presentations about the program, were from groups interested in the services provided by WAGES and resulted in additional applicants rather than volunteers. The staff spoke to The Girls Club, Community Action Agency Area Councils, Urban League, Employment Security Counselors, The National Council of Negro Women, The National Organization for Women and numerous other groups concerned about the target population. The people who did respond to carry out volunteer responsibilities were not always dependable or capable of performing assigned tasks. Surprisingly, the majority of the participants emerged from the low to middle income, black community. Some of these people were welfare recipients who were keenly interested in the program, but who had personal obstacles which prevented their effective involvement with other applicants.

After gaining the benefits of time, trial and error, and experience, contacts were made with strong volunteer organizations who could supply reliable individuals on a regular basis. Commitments for participation were secured from the Junior League, Hadassah and Memphis State University during the second year. Each group supplied its own coordinator of volunteers which released the staff's time for other responsibilities. These volunteers were more cognizant of their time and duties due to their organizational affiliation. Another useful instrument was the listing of WAGES in the Directory of Volunteers published by the United Way Volunteer Service Bureau. The Director of the Volunteer Service Bureau informs interested people of volunteer opportunities and gives a brief synopsis of activities and objectives of a volunteer position within a given program.

With better resources for volunteers and a clearer understanding of the needs of the applicants, new directions were undertaken to broaden the services of the program. The staff conferred with representatives of the Women's Bureau and Manpower Administration, after the first funding period, to define the role of WAGES in the community. The idea of opening an Outreach Center evolved from problems encountered in working with applicants during the first year. An outlet was needed to reach larger numbers of women in the community and to provide a means of more personal contact. Volunteers were instrumental in opening and staffing the Outreach Center at the YWCA downtown branch. Space for this facility was donated by the YWCA, while the equipment and furniture were donated by local businesses. The opening of the Outreach Center called for more diversified tasks to be performed by volunteers. Volunteers aided the staff in:

1. maintaining a skills inventory,
2. developing an information center,
3. posting job openings and articles of interest to women,
4. conducting interviews,
5. counseling and assisting with supportive services,
6. job referrals, and
7. follow-up after placement in a job or training situation.

The following is an example of what happened with a typical applicant when she came to WAGES.

Louise, a single twenty-three year old black high school graduate with one child, receiving Aid For Dependent Children came into the Outreach Center. She had no skill and her only experience was nine months of general production work, at \$2 an hour. Marilyn, a WAGES volunteer, gave Louise an application to complete and answered her questions regarding the form. Marilyn then conducted an interview to obtain more detailed information. From the interview, the volunteer determined that the applicant needed and wanted

training. She was directed to the notebooks and pamphlets containing training information while Marilyn conferred with the Associate Director and sought her assistance in helping Louise to make a decision about what type of skill training she should seek. During her conversation with Louise, the Associate Director learned that she spent her spare time drawing. After exploring several avenues, both decided that Louise should enroll in a drafting course at the Memphis Area Vocational Technical School. The Associate Director telephoned the drafting teacher and made an appointment for Louise. She was instructed to call WAGES to inform them of the results of the interview.

Louise was accepted at the Area Vocational School, but her limited income restricted her ability to pay for bus transportation and textbooks. She could afford her textbooks, and after conferring with her teacher, WAGES agreed to supply bus tickets. Subsequent to the completion of her training, WAGES and the Area Vocational School coordinated efforts, and she was placed with a local manufacturer in a drafting position starting at \$3.50 an hour with opportunities for advancement in position and salary after six months of successful employment.

The second function the volunteers performed was serving as Advisory Committee members. This committee provided leadership and support for the staff and developed policies for program operation. They served as a vehicle to gain visibility and recognition of the program as a viable part of the service delivery system. Initially, a new program must depend on the expertise and knowledge of its Advisory Committee members. Although the development of a strong committee required time and adjustments to the program, it proved to be an invaluable asset in the solution of unexpected problems encountered by the staff.

The original proposal stated that the Advisory Committee should be representative of a cross-section

of the community. In line with that philosophy, members were recruited from service agencies, welfare rights organizations, government agencies, and business and women's groups. The major difficulty with the first year's Committee was that a few individuals were more interested in using the program as a sounding board for their personal grievances with the system than the business of organizing a new project. Once this personal conflict was resolved the Advisory Committee was able to proceed with the business at hand. Other important relationships were established during the first year through representatives of Tennessee Department of Employment Security, Manpower Area Planning Council, Equal Employment Opportunity Commission and private businesses. The second year brought restructuring of the Advisory Committee and allowed for the representation of other community groups and agencies. Meetings were held on a quarterly basis rather than once a month with emphasis on more activity utilizing individual members as their talents, resources, and expertise were needed.

One of the representatives of Employment Security took the initiative to prepare a list of the first employers to be contacted along with a background sketch of each employer and his company. He was serving as a member of the Job Development Sub-Committee which was charged with providing job leads and employer contacts. The staff utilized this information in making the first placements. Other job development contributions of Advisory Committee members included the addition of WAGES to mailing lists for job orders, participation in an employment workshop, and intervention with employers on behalf of the program.

Other members assumed an active role in seeking continued funding and in writing proposals. After the first year, they were instrumental in the evaluation process which indicated strengths and weaknesses in the program and negated redundant and

unfruitful approaches to the solution of applicants' barriers. The encouragement and reinforcement that results from Advisory Committee members, totally in tune with the project and believing in its concepts, cannot be documented sufficiently to imply its importance.

CHAPTER V-IMPACT ON THE COMMUNITY

The Memphis Community was noticeably affected by the operation of the WAGES Project. Never before had the community been approached with a program designed specifically for women. In 1972, at the beginning of the project, people were aware of the new directions being explored by women, but seemingly had not related them to situations governing their everyday lives. This project brought attention to the diversified interests and abilities that women possess, the problems they encounter, and the reality of women penetrating nontraditional occupations.

In two years, 85 women were placed in employment positions with a salary increase averaging \$1,750 a year. This does not reflect raises in salary obtained after placements were secured. The personal benefits for individual applicants cannot be measured in monetary value alone.

Secondly, a result of some placements was the opening of doors to women which were previously closed. Through the cooperative efforts of employers and WAGES, the first women were placed in security guard positions with the United States Postal System and in maintenance positions with Sheraton Motor Inn. Additionally, Puralator Courier penetrated their transporting arm with female drivers, and Buckeye Cellulose Corporation expanded their production component to include women workers. As these women demonstrated their effectiveness, they paved the way for future jobs for other women. WAGES permeated other nontraditional areas by placing the first woman law clerk in a large Memphis law firm, women in the school bus transportation system, and women as bartenders with a national motel chain.

Although the major emphasis of the project was to create an entry into male-dominated areas of employment, some women penetrated traditional areas where there is provision for upward mobility. Successful efforts were initiated to place women in professional positions such

as Research Assistant and Administrative Aide, which are classified as middle-management positions with excellent opportunities for advancement. Two other women were placed as Registered Nurses in public agencies rather than a traditional hospital setting. Some applicants were placed in nontraditional jobs offering excellent opportunities for advancement. Placements were made in heavy production areas with good starting salaries (which have already been increased) and structured career ladders. The project was instrumental in aiding one applicant to remain in a drafting class by supplying transportation. Since her job placement, she has received two raises in salary.

Additionally, credibility was established with manpower programs, and women were better served by the manpower delivery system. The staff became involved in numerous activities to introduce WAGES to Memphis Manpower programs. This was accomplished through attending manpower conferences to insure that input was made concerning views and needs of women, requesting technical assistance from the Manpower Area Planning Council, becoming part of the program operators' Monitoring and Evaluation Committee and forming alliances and linkages with other manpower programs. Special attention was directed to forming a cooperative and coordinated relationship with Tennessee Department of Employment Security. This was enhanced by the presence of two representatives of Employment Security on the WAGES Advisory Committee.

Through involvement with existing manpower agencies, a gap in opportunities for women was uncovered and positive action taken. No women have ever been enrolled in a union apprenticeship program in Memphis. This fact, in particular, points out the need for a program specifically oriented to the needs of women and playing an advocacy role in their behalf. Several representatives of other manpower programs professing to serve the needs of both male and female applicants are not only involved with apprenticeship training, but also serve on the Joint Apprenticeship

Committee. These agency representatives are responsible for referrals of enrollees to the Apprenticeship Program and have refused to recommend or actively recruit women as potential candidates. A significant impact on this community has been the involvement of WAGES in the apprenticeable trades. The program has recruited female applicants, assisted in their application process and is currently awaiting the screening and approval of the unions. If program goals are realized, the first women will be accepted into the apprenticeable trades. Six women are awaiting apprenticeship screening.

A fourth area of impact on the community relates to employers' acceptance and awareness of the potential for women in all areas of employment. Through meetings with employer groups such as the Industrial Personnel Council and the education of individual employers as to the dependability and conscientious work habits of female workers, women are being hired based on merit and qualification rather than the fact that the law prevents discrimination. Many employers from large companies automatically notify WAGES of job openings in an attempt to recruit qualified women for work and have expressed appreciation for this resource. Other personnel managers have devised special procedures for interviewing female applicants in accomplishing affirmative action goals. Recognition and reinforcement of the project have been offered by the Mayor's Office and the Chamber of Commerce through directing employers to the services of WAGES.

CHAPTER VI-CONCLUSIONS AND RECOMMENDATIONS

It is unusual for a program as progressive as WAGES to have its origin in Memphis where racial discrimination in employment practices is still very prevalent. The Justice Department currently has race and sex discrimination cases against the City of Memphis and Memphis Light, Gas & Water Division which serves to illustrate the need for such a program. The results of this two-year project can be seen in underlying changes rather than overt actions such as massive hiring and promotion of females. The project has enabled this community to become more aware of the changing status of women and the real need they have for more meaningful and better paying jobs.

In its operation, WAGES has directly involved the educational sector, local government, business and industry, unions, the manpower service delivery system and the female population in striving to achieve fuller utilization of the untapped resources of women. The project, serving as advocate for this resource, has penetrated these segments of the community by voicing both the needs and contributions of those women who otherwise would not be heard.

Through the two years of its operation, the project has served women with educational backgrounds ranging from sixth grade educations to master's degrees. A significant finding of the project is that women need jobs to solve their problems rather than access to social services. This is contrary to one premise that contributed to the establishment of the project. Although the women who were served had social service needs, it was determined that paid employment could alleviate many of these problems more effectively than transferring their dependence to social services. The response from applicants was that

they could solve their transportation or child care problems, etc. if they had a job.

A second factor evidenced throughout the project's operation was that women with all levels of educational backgrounds are reluctant to enter male dominated employment areas. A frequent response to suggestions regarding nontraditional fields was "Oh, do women do that?" or "That's a man's job." The project found that women with college degrees are just as hesitant to venture into male-dominated jobs as are women with a high school diploma or less education. Although gains have been made through the women's movement and the courts, women who independently seek other than traditional careers are the exception in this community, regardless of their educational level.

A further finding of the project is the importance of skill training in technical areas for women if they are to function effectively in positions currently filled predominately by white males. Women will not become qualified for technical positions which offer higher salaries until they take advantage of technical training programs which usually require one to two years beyond the high school level. Similarly, women who obtain college degrees must branch out into fields of business, science, and engineering in order to qualify for available middle and upper level managerial positions.

Primary to the previously mentioned findings is a lack of motivation and adequate self-image displayed by the majority of women involved in the project. While many women expressed a need and desire to work, very few had the initiative or self-confidence to be different. Rather they preferred to maintain traditional career goals and expectations. A poor self-concept was evidenced not only in regard to nontraditional areas but, for some women, was also reflected in making the decision to enter the world of work. The project found that equal in difficulty to the task of developing jobs

was the reinforcement required to get women to apply for available openings in unusual fields for women. Women need assistance in 1) formulating a realistic goal for employment, 2) taking advantage of existing skill training opportunities and 3) after they are employed, seeking opportunities to upgrade their position by accepting the additional responsibilities of the higher paying job.

The reluctance of women to take advantage of promotions was supported by employers who were contacted by the project. It is debatable whether this reluctance to advance can be totally attributed to the women or is the result of employer attitudes. In some cases advancement opportunities can be outlined so negatively by the employer that it appears fruitless to move up. The project found a real difference between employers who profess equal opportunity and those who make adjustments in past policy in order to practice it. An example is an employer who redefines job descriptions and testing, deleting irrelevant information or functions. However, a more common practice is for employers to regularly send notices stating "We are an equal opportunity employer" but to do little to put that policy into action.

On a smaller scale employer attitudes are changing positively toward the hiring of women. Contributing factors to this change are the enforcement of legal requirements and more positively the acceptance of females who have been given an opportunity to prove their abilities, and who pave the way for other women. Surprisingly, the project found that it was not difficult to make employer contacts and to obtain information from them regarding their operation. Many employers, particularly those with Affirmative Action obligations, were receptive to the concept of a project which could supply qualified women applicants who can be difficult to recruit.

Other cities desiring to implement a similar Service might note that the project found no difficulty in recruiting women who wanted to work. The

need for this project was demonstrated by the receipt of 75 requests for assistance a month prior to project implementation. Activities were hindered from the beginning because of the immediate need for assistance expressed by women before the staff had ample time to develop the project's method of operation. Throughout the two years of operation, women continued to apply in large numbers as a result of a need for the service, but also the manner in which the project responded to that need. Many new applicants were referred to WAGES by other women who were already enrolled in the project.

While recruiting applicants requires a minimal amount of time, a more involved process is opening doors to employers. The project found the following guides helpful:

1. Allocate sufficient time both before and after the interview to insure results. Before the interview research the company's products, services and/or hiring practices with regard to women. Follow-up after the interview to insure cooperation is achieved.
2. Know what you are seeking in terms of jobs, cooperation or information from the employer.
3. Know the service you have to offer, particularly, emphasizing how it can benefit the employer financially.
4. Believe in your product.
5. Be pleasant, courteous and businesslike in approach creating an atmosphere of cooperation.
6. Establish relationships which can open doors to employers such as the Chamber of Commerce, Employment Security, union representatives, other manpower agencies and volunteers.

7. Determine the most feasible employment areas for penetration. Specialize in your efforts rather than going in various directions.

It was the project's experience that there are two essential means of establishing credibility and on-going relationships with employers. One is to specify and explain to the employer how he will benefit in using the service to save him time and money. The project could recruit, screen and refer applicants according to his qualifications. This is particularly beneficial when jobs require certain physical characteristics such as 20-20 vision. Secondly, the project should prove its capability through its first referrals to a company. Personnel representatives will continue to turn to the project for referrals if the first placements are successful.

A segment of the community which was not appreciably changed in its attitude toward women was the union apprenticeship programs. Although the project benefitted by a union representative on the Advisory Committee and formed a cooperative relationship with the AFL-CIO Human Resources Division, this did not serve to accomplish the full utilization of unions. This was due to the lack of available information concerning apprenticeship programs and to the complicated procedure necessary to make application. The project staff discovered in its last phase that this should be a priority and plans to devote maximum attention to this area in the future.

A strong relationship with trade unions is desirable because of the respect they command in the community, the training resources they possess, and the power they have to negotiate on behalf of their workers. Unions could influence upward mobility for females by educating their members to accept the inevitable change in the status of women. Many companies are required by contract to recruit through the unions. In addi-

tion, union representatives have control over the apprenticeship programs which have been reluctant to admit blacks as well as women.

A unique aspect of this project was the utilization of volunteers who served both as Advisory Committee members and operational volunteers. Volunteers were a valuable asset in that they supplemented efforts of a staff of three to reach and serve the female population in Memphis, Shelby County. As an Advisory Committee, they promoted the project, gave input and suggestions, support, and direction necessary in the initial stages. They rendered technical assistance and were influential in establishing credibility in the community. The project found during the first year the difference between token representation and involved advocates on the committee. During the second year, there were fewer and more purposeful committee meetings. Also, individual members were used as their talents, expertise and resources were needed. Some Advisory Committee members were instrumental in recruiting operational volunteers who worked with the project on a day-to-day basis.

The operational volunteers enabled WAGES to open an Outreach Center in the downtown area. The services they provided included manpower, equipment, job leads, information and technical assistance. They helped to develop an information center and skills inventory, conducted interviews, assisted with counseling and supportive services, made job referrals and did follow-up after placement. The project found the best resource for recruiting these volunteers was through organizational structures, such as Memphis State University, Hadassah, and the Junior League. To attract and keep these volunteers functioning required a structured program which provided a variety of activities. From these activities volunteers could select an area of interest suited to their backgrounds. The staff found it necessary to coordinate activities to insure that each volunteer

felt necessary to the successful operation of the project. All volunteers cannot be expected to perform the same functions, nor can they be expected to operate without training and guidance.

The continuation of this project is dependent upon funds under the Comprehensive Employment and Training Act (CETA). These revenue-sharing monies will be administered through the local and State levels and will provide decategorizd manpower services. The project has applied both to the State (under the Governor's Discretionary Funds) and to the local prime sponsor. It is difficult for special programs for women to fit under decategorizd services. Further, there is not a special emphasis on women under CETA although poverty level, female heads of household are a priority group. For these reasons the future of the project as presently structured depends on special money under the Governor's Discretionary Funds, which allow more flexibility of programs.

For the project to receive local CETA funds, it would have to compete with all other service deliverers for contracted services, such as intake and recruitment, counseling, job development and placement, etc. It is difficult to compete with larger agencies who wish to provide the same services to both the male and female population. In Memphis the Prime Sponsor is likely to contract with agencies who can serve the total population. This likelihood is disturbing in that it would call to a halt two years of work designed to give attention to the needs of women in order to open nontraditional jobs.

RECOMMENDATIONS

1. Future projects should have more specific target groups than the total female population. It is difficult to effectively serve the many diverse educational and cultural backgrounds of women. More tangible results could be realized if a

target group is specified such as the Women in Apprenticeship project in Wisconsin and the Black Professional Women's project in Atlanta, Georgia.

2. Similar projects should focus heavily on institutional change for more effective results. Projects could focus on changes in educational institutions, training facilities, unions, etc. to bring about more positive steps toward admitting women in all areas. An example is the need for effective career guidance on no less than the junior high school level.
3. The Manpower Administration should take steps to insure that training offered through manpower programs are more related to the labor market demands, and that the inclusion of female participants in all training areas is mandatory.
4. Future projects designed for women should incorporate motivation and goal expectation as a major component to insure the adjustment of women in a male-oriented society.
5. Similar projects should coordinate with other agencies to insure that women receive the full benefit of available services and that the project gears its operation toward areas not covered by those agencies. Examples are the lack of programs to recruit women for the apprenticeable trades or an organization to recruit and train women to work as Household Technicians.
6. Other projects built around the use of volunteers should fill volunteer leadership positions with strong, visible, influential representatives of business, government, manpower agencies and women in the community.

7. All cities should have a women's resource center to provide information regarding available services and programs beneficial to women, to provide career guidance, and to bring women together for special attention and reinforcement.

APPENDIX A

(1972-73 COMPREHENSIVE JOB PLACEMENT REPORT)

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Name	Marital Status	Race	Age	Children	Education	Employed	Starting date	Type of work	Salary	Comments
(1) L. Adams	S	B	21	0	12	Ivers & Pond	1/29/73	Prod.	1.75 hr.	Opportunity for advancement in position and salary
Previous Work Experience-Trojan Luggage Co. 3/71-3/72 Insp. 220 mo. Big Yank 10/70-12/70 Supply Clerk & Seamstress 224 mo. Wabash 9/69 Wood sorter 260 mo.										
(2) C. Boggan	S	B	23	1	16	Police Dept.	5/28/73	Patrolman	645 mo.	Opportunity for advancement, slow in rank good in salary
Precious Work Experience Board of Education 9/71-5/72 Teacher 25 a day										
(3) A. Bowman*	M	B	52	4	12	BOE	1/24/73	Cash. 2.15 hr. Bus Driver 2.38 hr.		Mobility in position dependent on performance
Previous Work Experience Herbert's Cleaners 1956-1958 Checker 22 wk. Mphs. Steam Laundry 6 mos. 1947 Checker 18 wk. Mphs. Furn. Factory 1944-1945 Prod. 25 wk.										
(4) G. Boyland	M	B	32	7	10	J & B's Country Kitchen	2/12/73	Cook	86 wk.	No mobility with firm, experience provides potential in commercial cooking
Previous Work Experience Hunter Fan 2/10/67-9/25/73 Prod. 400 mo. Sears Christmas Season 10/67 Sorter 1.60 hr. Marl Dinnette 9/65-11/66 Prod.										
(5) J. Clark	M	B	28	2	12	IRS	12/13/72	Tax Exam.	112 wk.	Temporary employment. Potential for permanent position with upward mobility
Previous Work Experience RCA 8/26/66-11/4/70 Prod. 384 mo. Lindwood Christian Church 1/63-9/66 Babysitter 36 mo. MSU Rawls Hall 9/64-6/65 Clerk Receptionist 120 mo.										

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(6) B. Echols	M	B	32	2	12	Firestone Rub. & Tire	2/16/73	Prod.	128 wk.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 6/8/66-12/29/70 Prod. 384 mo. Loeb's Laundry 3/3/61-3/63 Packer										
(7) E. Eddington	Sep.	B	26	2	12	BOE	9/19/72	Custodian Aide	70 wk.	Opportunity for advancement depending on performance.
Previous Work Experience Bonnie Brick Painting Co. 1/13/72-2/72 Mail Hand'l salary varied Embassy Club 7/71-11/71 Waitress, counter help 125 mo.										
(8) B. Fondren	D	B	23	1	13	IRS	12/18/72	Clerk	100 wk.	Temporary employment, potential for permanent position with upward mobility.
Previous Work Experience South Central Bell 6/67-9/67 Long Dist. Opr. 280 mo. Kelley Girl Serv. 6/68-12/71 Clerk IRS 1/11/72-11/16/72 GS2 Clerk 400 mo.										
(9) M. Phillips*	M	B	40	0	12	Domestic	10/72	Domestic	50 wk	Client accepted this based on need for income.
Previous Work Experience RCA										
(10) C. Polk	S	B	26	3	11	BOE	1/24/73	School bus driver	2.38 hr.	Opportunity for advancement dependent on performance.
Previous Work Experience Hunter Fan 8/72-8/72 one week Prod. RCA 10/3/66-12/70 Prod. 450 mo.										

	Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(11)	O. Scott	S	B	34	2	12	Olympic Prod.	12/26/72	Prod.	2.00 hr.	Opportunity for advancement dependent on performance.
(12)	Previous Work Experience RCA 11/4/66-12/10/70 Prod. 400 mo.										
	B. Slater	Sep.	B	35	0	12	Boise Cascade	3/16/73	Prod.	2.91 hr.	Opportunity for advancement in position and salary.
(13)	Previous Work Experience Diesel Recon. 10/27/67-7/19/72 Machine Opr. 400 mo. Parson's Mfg. Co. 9/64-10/66 Insp. & Supervisor Walgreen's Drug Str. 5/62-8/63 Counter help 260 mo.										
	M. Stephen	S	B	30	0	13½	Nylon Net	9/18/72	Machine Opr.	2.14 hr.	Opportunity for advancement in position and salary.
(14)	Previous Work Experience Union Street 6/6/66-8/4/66 Kitchen helper 120 mo. RCA 8/26/66-11/4/70 Prod. 389 mo.										
	V. Thomas	M	B	35	3	12	Schlitz	2/12/73	Prod.	5.39 hr.	Opportunity for advancement in position and salary.
(15)	Previous Work Experience RCA 10/21/66-12/11/70 Prod. 400 mo. Delta Case 3/30/66-10/66 Prod. 200 mo. Mphs. Furn. Factory 7/60-5/62 Machine Opr.										
	C. Yarber	S	B	26	3	12	IRS	12/4/72	Clerk	100 wk.	Temporary employment has potential for permanent position with upward mobility.
(16)	Previous Work Experience NONE										
	B. Graves*	S	B	21	0	12	Modern Consumers	2/73	Advertising & Promotion	150 wk. 250 wk.	Commission based salary.
	Previous Work Experience Gridiron Rest. 10/71-5/72 Cashier/Counter help 50 wk. BOE 9/68-5/70 Ofc. work/Teacher's Aide 1.60 hr.										

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(17) M. Hollingsworth	M	B	35	4	15	Sickle Cell Clinic	4/12/73	RN	8,500 yr.	Opportunity for advancement in position and salary.
Previous Work Experience						City of Mphs. Hosp. 5/72-4/73 RN 635 mo. Dr. Clara Brawner 1968/1972 LPN 100 wk. Hadley Memorial Hosp. 1967/1968 LPN				
(18) S. Arrington*	S	B	19	2	10	Pasquale's Pizza	4/73	Cook	60 wk.	Five-dollar raise every month until making \$90 a week.
Previous Work Experience						Treadgill Phorne's 8/72-9/72 Salesgirl 88 mo. Loeb's BBQ 6/71-3/72 Counter girl 173 mo. Kroger 4/70-6/70 Checker 100 mo.				
(19) G. Ceazer	M	B	27	3	13	Cleo Wrap	3/26/73	Prod.	2.30 hr.	Opportunity for advancement in position and salary.
Previous Work Experience						Defense Depot 7/69-1/72 Receiving Clerk 420 mo. Hunter Fan 8/67-7/68 Machine Operator Marl Dinette Co. 7/68-8/69 Supervisor Prod.				
(20) E. Garner*	S	B	29	2	11	BOE	11/6/72	Teacher's Aide	2.00 hr.	Opportunity for advancement in position and salary.
Previous Work Experience						Marl Dinette 4/67-6/67 Seamstress 54 wk. Sunshine Fashions 10/66-1/67 Seamstress 40 wk.				
(21) P. Hom	S	W	19	0	10	Domestic	3/73	Babysitter	25 wk.	Applicant is slow learner. Has had professional help at Vocational Rehabilitation.
Previous Work Experience						Goodwill Indus. 6/72-8/72 Crafts Job Corps 9/71-4/72 Training				

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(22) C. Lumpkin	Sep	B	27	1	12	IRS	2/6/73	Clerk	2.61 hr.	Temporary employment has potential for permanent position with upward mobility.
Previous Work Experience RCA 10/28/66-12/11/70 Assembly Tester 78 wk. Rose Warehouse 6/12/63-10/28/66 Prod. 40 wk.										
(23) G. Mitchell*	S	B	19	1	12	St. Jude Hosp.	2/19/73	Cashier	260 mo.	Opportunity for advancement in position and salary. Will begin Nursing Assistant training.
Previous Work Experience NYC Program 6/71-4/72 Sec'y 1.60 hr. Silver's 10/70-6/71 1.60 hr.										
(24) D. Neely	S	B	29	5	10	GE	12/18/72	Prod.	2.99 hr.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 11/8/66-12/11/70 Prod. 89 wk.										
(25) H. Pommer*	Sep	W	40	2	12	Casual Corner		Rec. Clerk		
Previous Work Experience Plough 10/10/72-11/10/72 Clerical 80 wk. Guardsmark 3/3/72-10/10/72 Guard 83 wk. Walden Book Store 10/71-3/72 Cashier 72 wk.										
(26) R. Scales	M	B	34	3	11	Cleo Wrap	1/18/76	Prod.	92 wk.	Opportunity for mobility in position and salary.
Previous Work Experience RCA 9/68-1/71 Prod. 92 wk.										
(27) L. Stribling*	M	B	23	1	12	Baptist Hosp.	12/72	LPN	544 mo.	Opportunity for advancement in position and salary.
Previous Work Experience Methodist Hosp. 3/71-5/72 LPN 480 mo. Linwood Convention Center 7/72 LPN 400 mo.										

COND'T

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(28) M. Tate	S	B	22	2	12	Woolco	12/2/72	Clerk	1.95	Opportunity for advancement in position and salary.
Previous Work Experience Goldsmith's Dept. Str. 1970/1971 Clerk 1.70 hr. Shainberg 1968/1969 Clerk 1.60 hr.										
(29) S. Joyner	M	B	25	2	12	GE	1/8/73	Prod.	119 wk.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 10/25/66-12/70 Prod. 2.45 hr.										
(30) M. Tyler	M	B	24	3	14	Sickle Cell Center	5/1/73	Community Aide	5,100 yr.	Opportunity for advancement in position and salary.
Previous Work Experience G. C. Electronics 3/69-12/70 Accounting 2.50 hr. Stuckey's 6/68-3/69 Accounting 2.40 hr.										
(31) E. Jones	S	B	27	1	12	Tension Envelop	5/9/73	Prod.	2.00 hr.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 11/3/66-11/28/70 Prod. 2.55 hr. National Linen Supply 9/66-10/28/66 Prod. 1.25										
(32) F. Jackson	S	B	40	2	12	Tension Envelope	5/16/73	Prod.	2.00 hr.	Opportunity for advancement in position and salary.
1973-JUNE, JULY, & AUGUST/QUARTERLY JOB PLACEMENT REPORT										
(33) B. Allen	M	W	22	0	15	WMQM Radio	8/24/73	Phone Solicitor	15 a day	Student/wanted to accept temporary employment.
Previous Work Experience White Station Church Day Camp 6/71-8/71 15 wk.										

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(34)	Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
M. Brown	Sep	B	45	4	10	Nutrition for 8/15 part-time Site 2.00 hr. the Aged Pro- 73 Manager					Opportunity for advancement in position and salary.
Previous Work Experience General Tire Co. 1968/1972 Maid 145 mo. Private home 1971 Home Health Aide 2.00 hr.											
(35)	D. Buckner*	Sep	W	21	1	GED Woolco	8/6/73	Sales Clerk 2.00 hr.			Opportunity for advancement in position and salary.
Previous Work Experience Fargostein & Sons 12/1/72-4/73 Clerk 72 wk. Service Distributors one month '73 Clerk 350 mo.											
(36)	B. Carson*	S	W	18	0	12 Shelby Co. Traffic lations ofcr.		415 mo.			Opportunity for advancement in position and salary.
Previous Work Experience Oskin Exterminating Co. 3/21/73-6/21/73 Bookkeeper 330 mo. Plough Inc. 1/73-3/73 Mail Deliverer 75 wk. Traffic Safety Coordinating Committee 10/72-1/73 Code Clerk 90 wk.											
(37)	D. Cox*	M	B	25	2	12 Julius Lewis	7/17/73	Shipping Clerk			
Previous Work Experience Alred's Inc., Men's Apparel 11/18/72-12/28/72 64 wk. Gift wrap Little Pearl Sundry 11/64-11/66 21 wk. Cashier, Cook phone opr. Campaign Headquarters 7/21/72-11/8/72 75 wk. Sec'y, managed headquarters											
(38)	T. Curry	S	B	37	1	12 Cleo Wrap	8/24/73	Prod.	2.24 hr.		Opportunity for advancement in position and salary.
Previous Work Experience RCA 4/13/66-12/31/70 Rivet & Util. Opr. 99.40 wk. 63 South Main Building 4/60-4/66 Elevator Opr. 25 wk. Bry's Dept. Str. 9/56-12/59 Elevator Opr. & Rec. Clerk 25 wk.											

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(39) V. Davis	D	B	31	1	12	Cleo Wrap	8/24/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 8/11/66-12/29/70 Color TV Tester 100 wk. Standard Textiles 2/29/66-8/66 Insp. 50 wk.										
(40) A. Guinn	Sep	B	29	2	16	Cleo Wrap	8/24/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
Previous Work Experience Internal Revenue Serv. 1/73-6/73 Tax Examiner BOE 2/71-8/71 Guidance Aide RCA 9/66-12/70 Assembly Tester										
(41) E. Hayes	M	B	42	2	12	Cleo Wrap	8/23/73	Prod.	2.24 hr.	Opportunity for advancement in salary and position.
Previous Work Experience RCA 11/14/66-4/10/70 Prod. 85 wk. The Clothes Closet 6/66-9/66 Marking Merchandise 36 wk.										
(42) P. Hewitt	M	W	24	0	12	High Cotton	6/73	Bartender	2.25 hr.	
Previous Work Experience Pancho's Mexican Rest. 1/72-3/73 Waitress, Bartender, Hostess, Cashier 1.60 Le Rest. International 8/72-10/72 1.00 hr. Waitress 2.25 hr. Bartender Holiday Inn Medical Center 3/72-8/72 1.00 hr. Waitress										
(43) F. Holmes	M	B	46	1	11	Nutrition for the Aged Project	8/15/73	Part-time Site Mgr.	2.00 hr.	
Previous Work Experience Pace Corp 11/19/68-6/72 2.30 Machine Opr.										
(44) C. Jackson	Sep	B	27	3	12	Cleo Wrap	8/23/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
Previous Work Experience Continental Bus Sta. 1963/1964 Cashier 125 mo. Globlatt's Dept. Str. 1967/70 Stock Clerk 190 mo. Forum Cabinet Co. 1966 one yr. Prod. 200 mo.										

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(45)	Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(45)	D. Jones	M	B	27	1	12	Whitaker Textiles	7/23/73	Prod.	2.65 hr.	Opportunity for advancement in position and salary.
(46)	Previous Work Experience						RCA 9/20/66-12/21/70 Prod. 400 mo.				
(46)	E. Kern	M	B	47	1	10	Nutrition for 1/15/73 the Aged Project		Site Mgr.	2.00 hr.	Opportunity for advancement in position and salary.
(47)	Previous Work Experience						Private homes as Home Health Aide 50 wk.				
(47)	G. Love	M	B	43	7	BS	All-State Ins.	8/15/73	Mail & File Clerk	90 wk.	Excellent opportunity for advancement in position and salary.
(48)	Previous Work Experience						New Albany City School 1966/69 Teacher 5,500 YR.				
(48)	P. Mayweather	S	B	23	0	BS	Transitional House	8/15/73	Resource Developer	600 mo.	Opportunity for advancement in position and salary.
(49)	Previous Work Experience						Walter Nicks Dance Theatre 6/72-2/73 Bus. Mgr. Consultant			150 wk.	
(49)	L. Morse	S	W	18	0	12	Dobbs House Exec. Ofc.	8/6/73	Acct.	350 mo.	Opportunity for advancement in position and salary.
(50)	Previous Work Experience						Jolly Ox Rest. 7/1/73-2/28/73 Hostess 38 wk.				
(50)	B. Nelson	S	B	23	0	BS	Roy Rogers Rest. 10/71-1/72 Cashier 1.60 hr.				
(50)	Previous Work Experience						Veteran's Hosp. Volunteer for summer				
(50)	B. Nelson	S	B	23	0	BS	U.S. Postal Service	8/20/73	Security Guard	8,000 YR.	Excellent opportunity for advancement in position & salary.
(50)	Previous Work Experience						Arnett Chemical Co. 6/69-8/69 Receptionist 60 wk.				
(50)	Lowenstein's Dept.						TN Psychiatric Hosp. 5/72-8/72 Social Worker Volunteer				
(50)	Lowenstein's Dept.						Str. 11/72-4/73 Sales Clerk 48 wk.				

Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(51) C. Palm	S	B	23	0	12	U.S. Postal Service	7/29/73	Security Guard	8,000 yr.	Excellent opportunity for advancement in position and salary.
Previous Work Experience Plough 1/71-7/73 Mail Clerk 94 wk. Loell's Dept. Str. 9/71-1/72 Cashier 80 wk. Woolco Dept. Str. 1969/1970 Cashier 80 wk.										
(52) W. Shields	D	B	36	1	12	Sheraton Motor Inn	8/20/73	Maintenance woman	2.30 hr.	Opportunity for advancement in position and salary.
Previous Work Experience RCA 10/66-1/71 TV Aligner 400 mo. Sciara Super Mkt. 5/65-2/68 Cashier 1.50 hr. Methodist Hosp. 5/66-9/66 Nurse's Aide 48.40 wk.										
(53) H. Turley	Sep	B	24	4	12	Cleo Wrap	8/27/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
Previous Work Experience Davis Co. 9/29/72-7/15/73 Prod. 2.20 hr. Trojan Luggage 1969/71 Prod. 185 mo.										
(54) M. Hayes	D	B	36	4	10	American Can Co.	9/10/73	Prod.	4.20 hr.	Excellent opportunity for advancement in position and salary.
Previous Work Experience Navy Exchange 1966/73 Cook 266 mo.										
(55) P. Hewitt	M	W	24	0	12	Sheraton Pea-body Hotel	7/73	Bartender	2.30 hr.	Opportunity for advancement in position and salary.
Previous Work Experience High Cotton 6/73-7/73 2.25 hr. Bartender Pancho's Mexican Rest. 1/72-3/73 .80 hr. Waitress Le Rest. International 8/72-10/72 1.00 hr. Waitress 2.25 hr. Bartender 1.60 hr. Hostess, Cashier & Bartender Holiday Inn Medical Center 3/72-8/72 Waitress 1.00 hr.										

Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(56) O. Mitchell*	S	B	22	0	15½	Brunswick Hosp.	11/5/73	Recreation Therapist	2.56 hr.	Excellent opportunity for advancement in position and salary.
(57) Previous Work Experience						Mphs. Park Comm.	6/73-8/73	83 wk. Coordinator children activity		
J. Ogsby	S	B	24	2	12	Cleo Wrap	8/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
(58) Previous Work Experience						Gift Pax of TN Inc.	7/68-1/69	99 wk Prod.		
A. Paulk	S	B	18	0	12	Cleo Wrap	8/73	Prod.	2.24 hr.	Opportunity for advancement in position and salary.
(59) Previous Work Experience						Krystal 9/72-3/73	62 wk. Counter girl			
C. Phillips*	M	B	18	0	12	South Central	8/73	Opr.	100 wk.	Excellent opportunity for advancement in position and salary.
(60) Previous Work Experience						NONE				
F. Fant	M	B	26	1	12	Sheraton Pea-body Hotel	9/10/73	Maintenance Woman	2.30 hr.	Excellent chance for advancement in position and salary.
Previous Work Experience						Mphs. Furn. Factory	1969/1973	Prod. 82 wk.		
(61) E. Gant	M	B	49	0	10	Sheraton	10/7/73	Cook	2.10 hr.	Opportunity for advancement in position and salary.
Previous Work Experience						Rosewood Club	1972/1973	Cook 60 wk.		
						Ferguson's Cafe	1961/1972	Part-time Cook and dishwasher 48 wk.		

Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(62) M. Booker	D	W	33	5	12	Police Dept.	10/22/73	Photo Lab Technician	586 mo.	Excellent opportunity for advancement in position and salary.
Previous Work Experience NONE										
(63) V. Davis	D	B	31	1	12	Whitaker Textile	9/19/73	Prod.	2.30 hr.	Temporary employment.
Previous Work Experience Cleo Wrap 8/24/73-9/14/73 Prod. 2.24 hr. RCA 1966/1970 Prod. 100 wk.										
(64) S. McNeerney	M	W	26	1	12	Sheraton Pea-body Hotel	10/8/73	Bartender	2.50 hr.	Opportunity for advancement in position and salary.
Previous Work Experience Spaghetti Str. 10/72-10/73 Cocktail Waitress 1.25 hr. Sirlain & Saddy Rest. 1971/1972 Food Waitress 1.25 hr.										
(65) P. Mayweather	S	B	23	0	BA	Comprehensive Youth Serv.	10/73	Administrative Aide	8,000 yr.	Excellent opportunity for advancement in position and salary.
Previous Work Experience Transitional House 8/15/73-10/19/73 Resource Dev. 600 mo. Walter Nicks 7/72-2/73 Business Mgr. 150 wk. (Dance Theatre)										
(66) D. Carson	S	W	19	0	12	Joe Cannon, DDS	2/7/74	Dental Asst.	20 day	Limited opportunity. Needs additional medical training.
Previous Work Experience Loeb's BBQ 3/73-6/73 Kitchen Helper 1.45 hr. Fred P. Gattas 6/72-12/72 Cashier 1.65 hr.										
(67) T. Curry	S	B	38	1	12	U.S. Postal Service	2/11/74	Mailhandler	4.38 hr.	Hired as temporary employee. Potential for permanent employment with upward mobility.
Previous Work Experience RCA 4/13/66-12/31/70 Prod. 99.40 wk. 63 S. Main Bldg. 1/60-4/66 Elevator Opr. 25 wk. Bry's Dept. Str. 9/56-12/59 Elevator Opr. & Rec. Clerk										

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Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(68) J. Dorsey	M	B	29	3	12	BOE	2/4/74	School Bus Driver	2.50 hr.	Part-time employment. Applicant declined opportunity for nontraditional job in production.
Previous Work Experience Miss Shop 11/71-1/72 Rec. Clerk & Salesperson 1.50 hr. RCA 7/66-12/70 Maintenance & Prod. 2.25 $\frac{1}{2}$ hr. Speigel's 10/65-4/66 File Clerk 2.75 hr.										
(69) M. Fleming	S	B	23	3	12	Singer Lane 14 mos. Bolton Div. drafting	11/12/73	Draftsman	3.00 hr.	Excellent opportunity for advancement in position and salary.
Previous Work Experience An-Cy's, Inc. 1/73-5/73 Seamstress 1.60 hr. Midwest Handbags 1/72-4/72 Seamstress 1.90 hr. Daust Mfg. Co. 9/69-12/69 Seamstress 2.75 hr.										
(70) D. Fonville*	Sep	W	23	1	12	Kelly Steel Inc.	2/18/74	Bookkeeper	3.00 hr.	Part-time employment, three hours a night and all day Saturday. Applicant also attending school.
Previous Work Experience Metro Waste Disposal 1/11/72-12/31/72 Asst. Bookkeeper 400 mo. Sounds of Mphs Recording Studio 10/71-1/72 Sec'y 400 mo. Continental Management Corp. 11/69-5/71 Sec'y 375 mo. Chuck Hutton Car Parts 3/69-8/69 Add/Punch Opr. 220 mo.										
(71) B. Graves	M	W	21	0	16	Girls Club	2/19/74	Program Dir.	400 mo.	Part-time employment until summer. Salary will then increase to 540 a month.
Previous Work Experience Mesa Verda Co. 6/71-9/71 Cafeteria Worker 1.40 hr. Deer Creek Camp 6/70-9/70 Asst. Cook 1.50 hr. Taco Bell 9/69-5/70 Cook & Waitress 1.35 hr.										

Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(72) K. Harlan*	M	W	26	0	16	So. Central Bell	12/10/73	Opr.	360 mo.	Employment is temporary until a professional position is available.
Previous Work Experience New Orleans Health Center 3/73-8/73 Counselor 615 mo. Louisiana Dept. of Public Health 11/71-3/73 Welfare worker 575 mo.										
(73) M. Martin	D	B	23	1	GED	Buckeye Celulose	2/27/72	Prod.	3.54 $\frac{1}{2}$ hr.	Opportunity for advancement in position and salary.
Previous Work Experience Duncan Electric Co. 11/72-6/73 Prod. 86 wk. National Homes, Inc. 5/72-11/72 Gen. Building of homes 103 wk.										
(74) L. Oswalt*	S	W	45	0	15	Continental Bakery	12/5/73	Sec'y	500 mo.	Limited opportunity for advancement.
Previous Work Experience U.S. District Court 10/11/71-5/4/73 Deputy Clerk 7,111 yr. First Federal Savings & Loan 5/65-9/71 Sec'y 455 mo. Frank A. Conkling Co. 1954/1963 Sec'y 75 wk.										
(75) D. Ray	D	W	29	3	Col. Degree	Shelby Co. Public Health Dept.	12/24/73	Nurse	675 mo.	Opportunity for advancement in position and salary. More security than previous position.
Previous Work Experience Nurses Training Asst. Program 8/6/73-12/10/73 Instr. 800 Baptist Mem. Hosp. 1/71-1/73 Charge Nurse 785 mo.										
(76) B. Strickland	D	B	29	3	12	Alstate Ins.	2/2/72	Typist	380 mo.	Opportunity for advancement in position and salary.
Previous Work Experience Victory Funeral Home 2/73-2/74 Typist Payroll 59 wk. Manpower 10/72-2/73 Filing 64 wk.										

(77)	Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(77)	E. Turner	M	W	23	0	16	Buckeye Cel.	2/15/74	Lab. Tech.	500 mo.	Excellent opportunity for advancement in salary & position.
	Previous Work Experience A & A Personnel 9/73-2/74 Employment Counselor/Comm. based salary. Proctor & Gamble 12/72-8/73 Quality Control Micro. Lab. 126 wk. Nationwide Girl Serv. 7/72-12/72 Quality Control 1.60, 2.00 hr.										
(78)	Y. Freeman	M	B	25	0	12	Kelloggs	8/13/73	Prod.	4.60 hr.	Opportunity for advancement in position and salary. Started at 4.01.
	Previous Work Experience So. Central Bell 11/71-3/72 Long Dist. Opr. 320 mo. RCA 2/68-12/70 Prod. 400 mo. Nylon Net 6/67-2/68 Prod. 240 mo.										
(79)	D. Bianchi	S	W	19	0	12	IRS	1/74	Data Transcriber	3.00 hr.	Seasonal employment. Potential for permanent employment with upward mobility.
	Previous Work Experience Babysitting Volunteer Activities, Collected for various charities 2 yrs. (M.S., Cancer Drive, Walkathon, etc.)										
(80)	D. Barksdale	Sep	B	33	3	12	Buckeye Cel.	3/20/74	Prod.	3.57 hr.	Opportunity for advancement in position and salary. Non-traditional placement.
	Previous Work Experience National Bedding one mo. Prod. 288 mo. Pace Corp 4/66-11/70 Prod. 300 mo. Harris Cleaners 2/64-4/66 Checker 140 mo.										

QUARTERLY PLACEMENT REPORT (MARCH, APRIL AND MAY, 1974)

Name	Marital Status	Race	Age	Children	Education years	Employed	Starting date	Type of work	Salary	Comments
(81) S. Davis	D	B	30	1	12	Credit Counseling	5/27/74	Sec'y	450 mo.	Opportunity for advancement in position and salary.
Previous Work	Experience	1st Nat'l Bank 3/73-11/73	Credit Investigator	350 mo.						
(82) F. Fant	M	B	26	1	12	Sears & Roebuck 9/71-12/72 Universal Life Ins. 7/67-5/68 Clerk Puralator 3/14/74 Delivery Driver	2.72 hr.		2.87 hr.	Opportunity for advancement in position and salary. Nontraditional placement.
Previous Work	Experience	Mphs. Furn. Factory 12/69-7/73	Prod.	82 wk.						
(83) T. Hill	D	B	39	2	10	RCA 1/67-9/69 Prod. 86 wk. Baptist Hosp. 5/64-5/66 Dietary Aide	85 wk.		3.57 hr.	Opportunity for advancement in position and salary. Nontraditional placement.
Previous Work	Experience	Giovianni Rest. 1/67-5/74	Cook	300 mo.						
(84) B. Ostrow	D	W	39	2	15	Hunko Cafeteria 1/65-10/66 TPHI 7/60-11/64 Cook	275 mo.			
Previous Work	Experience	Manpower 4 mos.	Sales Rep.	2.25 hr.						Opportunity through advancement and gaining work experience.
(85) D. Taylor	S	B	22	0	12	U.S. Postal Serv.	3/8/74	Security Guard	8,000 yr.	Nontraditional placement with excellent opportunity in advancement in position & salary.
Previous Work	Experience	Sunshine Day Care 3/71-11/71	Teacher's Aide	250 mo.						
		Al's Cash Box 5/70-2/71	Waitress	250 mo.						
		Tulane Apts 12/69-4/70	Clerical	200 mo.						

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Previous Work Experience Policon Laboratories 8/73-12/73 Contact lenses 140 mo.

(86)
S. Toma S W 28 0 16 Tim Schaffer 4/30/74 Admin. 700 mo.
Previous Work Experience Southwestern Univ. 9/73-3/74 Teacher Part-time 400 mo.
(87)
K. Yancy Sep W 21 2 11 Brown Optical 3/25/74 Makes optical lenses 80 wk.

Name

Marital Status

Race

Age

Children

Education years

Employed

Starting date

Type of work

Salary

Comments

Excellent opportunity for experience and advancement in position if candidate is elected to office.

Applicant is in Pre-Trial Release Program because of committing first criminal offense. Employment will mean excellent chance for probation.

*THESE APPLICANTS FOUND EMPLOYMENT WHILE IN THE WAGES PROGRAM, BUT NOT AS A RESULT OF DIRECT REFERRALS FROM WAGES.

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TRAINING INFORMATION-WAGES APPLICANTS

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Name	Marital Status	Race	Age	Children	Education years	Starting date	Type of Training	Stipend	Comments
(88) N. Davis	M	B	43	4	12	Sec. Qtr. 11/74	Shelby State College Nursing		Applicant has federal grant loan to attend school. Had transportation problem. WAGES offered assistance in providing bus tickets for transportation to and from school.
Previous Work Experience Sunny Acres Tuberculosis Hosp. 9/71-1/72 Nurse's Asst. 94 wk.									
(89) M. Fleming	S	B	24	3	12	9/12/73	Mphs. Area Voc. & Tech. School/Drafting		Completed mechanical Drafting Course in August. Had transportation problems. WAGES provided assistance in getting bus tickets. Was hired 11/12/73 as Draftsman.
Previous Work Experience An-cy's 1/73-5/73 Seamstress 1.60 hr. Midwest Handbags 1/72-4/72 Seamstress 1.90 hr. Daust Mfg. Co. 9/69-12/69 Seamstress 1.75 hr.									
(90) D. Fonville	Sep	W	23	1	12	1/11/74	Photography, Lithography, Typesetting		Applicant also works three hours a night and all day Saturday.
Previous Work Experience Metro Waste Disposal 11/1/72-12/31/72 Asst. Bookkeeper 475 mo. Sounds of Mphs. Recording Studio 10/71-1/72 Sec'y 400 mo. Continental Management Corp. 11/69-5/71 Sec'y 375 mo. Chuck Hutton Car Parts 2/69-8/69 Add/Punch Opr. 220 mo.									
(91) B. Stewart	S	B	24	5	9	2/18/74	GED		Applicant was arrested receiving stolen property and shoplifting. Pre-Release Officer felt that entering school would add to character reference.
Previous Work Experience Cafe Work 7/18/73-9/10/73 Serving Beer 60 wk. Kimko Auto Parts 5/66-10/66 Working with car parts 160 wk.									

Name	Marital Status	Race	Age	Children	Education years	Starting date	Type of Training	Stipend	Comments
(92) B. Cannon	M	B	30	1	12	2/26/73	MDTA Skills Center Furniture Ref.	48 wk.	
Previous Work Experience RCA 5/18/66-12/29/70 Prod. 320 mo.									
(93) C. Bogan	S	B	23	1	16	2/19/73	Police Dept.	90 wk.	
Previous Work Experience BOE 9/71-5/72 Subt. Teacher 25 day									
(94) O. Holmes	Sep.	B	35	7	10	2/16/73	MDTA Skills Center Furniture Ref.	48 wk.	
Previous Work Experience Davis Co. 8/21/67-6/23/72 Prod. Machine Opr. 72 wk.									
(95) W. DeRamus	Sep	B	30	1	12	2/19/73	Clerical		
Previous Work Experience Mound Bayou High School 6/15/65-6/15/66 Typist 122 mo.									
(96) R. Hailey	M	B	28	2	12	2/14/73	Data Processing		
Previous Work Experience RCA 8/11/66-12/9/70 Insp. 320 mo.									
Liberty Cash Gro. 6/72-9/72 Key Punch Opr. Receptionist 2.25. hr.									
(97) M. Rockett	S	B	22	0	12	2/26/72	MDTA Skills Center Furniture Ref.	48 wk.	
Previous Work Experience Babysitter 1/28/71-2/23/72 35 wk.									
(98) B. Rice	S	B	21	0	14	4/26/73	Clerical		
Previous Work Experience Rust Col. 9/23/71-5/14/72 Sec'y 79.20 mo.									
Loew's Palace Theatre 8/72-10/72 Sales 127.60 mo.									
(99) B. Slater	Sep	B	35	0	12	2/26/73	MDTA Skills Center Furniture Ref.	48 wk.	Terminated 3/14/73 found employment.
Previous Work Experience Refer to No. 12 in Job Placement Information									
(100) G. Smith	M	B	25	3	9	4/23/73	Clerical		
Previous Work Experience NYC Program, School & Hosp. 9/69-5/70 1.00 hr.									
Morrison's Cafeteria 6/70-12/70 Waitress 30 wk.									

Name	Marital Status	Race	Age	Children	Education years	Starting date	Type of Training	Stipend	Comments
(101) D. Jones Previous Work Experience RCA 9/20/66-12/21/70 Prod. 90 wk.	M	B	27	1	12	4/26/73	Clerical		
(102) L. Perkins Previous Work Experience G. I. Drive Inn 8/10/72-9/13/72 Prod. 90 wk.	M	B	18	1	12	5/1/73	Clerical		
(103) A. Robinson Previous Work Experience Home for Aged 1/60-6/60 Waitress 120 mo. Williams Printing 64/70 Typesetter 100 mo.	S	B	33	5	12	4/23/73	Clerical		
(104) C. Smith Previous Work Experience Sears 11/70-3/71 Clerk 1.60 hr.	S	B	18	0	12	4/26/73	Clerical		
(105) S. Hanna Previous Work Experience	M	B	37	7	11	5/1/73	Clerical		
(106) L. Smith Previous Work Experience Tasco & Co. 1966/1968 Clerk, Cutter 65 wk.	W	B	30	5	12	2/14/73	Clerical		
(107) M. Smith Previous Work Experience Pancho's Mexican Restaurant 2/72-5/72 Waitress 60 wk.	Sep	B	21	2	13	5/1/73	Clerical		
(108) M. James Previous Work Experience NYC Program 6/67-9/67 File Clerk 31.25 wk. and 6/68-9/68	M	B	21	2	12	5/28/73	OR Technician		

APPENDIX B

TABLE II

RACE OF CLIENTS

June 1, 1972-June 15, 1974

Race of Clients	Number	Percent
Black	328	77.5
White	92	21.7
Oriental	3	.8
TOTAL	423	100.0

TABLE III

MARITAL STATUS OF CLIENTS

June 1, 1972-June 15, 1974

Marital Status of Clients	Number	Percent
Separated	55	13.0
Single	188	44.4
Married	127	30.0
Divorced	42	9.9
Widow	11	2.7
TOTAL	423	100.0

TABLE IV
EDUCATION OF CLIENTS
June 1, 1972-June 15, 1974

Education of Client	Number	Percent
0-8	11	2.4
9-11	81	19.1
12	214	50.6
GED	13	3.0
1-3 college	48	11.3
4 college	46	10.9
more than 4 college	10	2.7
	423	100.0
Other Training	102	24.1

TABLE V
AGE OF CLIENTS
June 1, 1972-June 15, 1974

Age of Clients	Number	Percent
16 and under	2	.5
17-24	227	53.7
25-34	116	27.4
35-44	45	10.6
45 and over	33	7.8
TOTAL	423	100.0

TABLE VI
NUMBER OF DEPENDENT CHILDREN
June 1, 1972-June 15, 1974

No. of Dependent Children	Applicant	Percent
0	171	40.0
1	102	24.1
2	66	15.6
3	36	8.5
4	24	5.7
5 or more	24	5.7
TOTAL	423	100.0

TABLE VII
HEAD OF HOUSEHOLD
June 1, 1972-June 15, 1974

Head of Household	Number	Percent
Yes	196	46.3
No	227	53.7
TOTAL	423	100.0

TABLE VIII

INCOME OF CLIENTS
PRIOR TO WAGES

June 1, 1972-June 15, 1974

Income of Clients	Number	Percent
Under \$5,000	315	74.5
5,000-7,000	50	11.8
7,000-9,000	30	7.1
over 10,000	28	6.6
TOTAL	423	100.0

TABLE IX

SOURCE OF INCOME
PRIOR TO WAGES

June 1, 1972-June 15, 1974

Source of Income	Number	Percent
Employment of Client	73	17.3
Employment of Husband	93	22.0
Other Family Support	75	17.7
Public Assistance	67	15.8
Other private	68	16.1
Joint	47	11.1
TOTAL	423	100.0